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Executive	by
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5 MAY 1972

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Personnel Movement and Management Program (PMMP)

REFERENCE : Memo to ExDir-Compt fr D/Pers dtd 7 Apr 72, subject:
Executive Development

1. Agency implementation of the Guidelines on Executive Development in the Federal Service, as outlined in the Referent Memorandum, is predicated upon the use of the PMMP method by the career services. As I noted, in Reference, the PMMP exercise should be redone soon in order to meet the objectives of the Guidelines, including projections of executive turnover and the identification and development of executive potential. Because of our intended reliance upon the PMMP process in complying with the Guidelines, you may wish to distribute copies of the revised PMMP system when you discuss the subject of leadership and executive development at the Director's Annual Conference.

2. Apart from our preoccupation with executive development, PMMP serves a number of other purposes, including the improvement of manpower planning and utilization in a time of scarce resources. A critical assessment of the problems confronting each career service is a key element of the PMMP process. Preparation of Career Service Situation Reports causes the career services to consciously reflect upon their own situations and to report their conclusions in a manner susceptible to subsequent evaluation of the overall implications of their findings at the Directorate and Agency levels. Moreover, PMMP helps to focus on individual succession problems as more and more employees retire in the coming decade. The exact dimension of turnover in all areas of the Agency and the specific problems it poses in different places are issues that need to be systematically identified and acted upon as far in advance as possible.

3. Last year the PMMP process was only partially implemented. The Clandestine Service requested deferment until after FY 1972. Directorate and Agency evaluations of the Career Service Situation Reports elsewhere were set aside when ceiling reductions and average grade considerations became paramount concerns, temporarily suspending the requirement for PMMP's focus on the potential of individuals for future advancement. I believe we are again in a position to consider the problems of upward movement and employee development as highlighted by the PMMP process.

4. Although reactions to PMMP in its first running were generally favorable, the consensus was that 10 years is too long a period to project turnover and to judge the capacity of individuals to advance one or more

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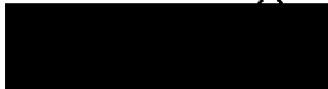
times within that period. Three years are recognized to be a more practical time period in future usage of the PMMP process. It also became apparent that the content of Advanced Staffing Plans (detailed occupational listings by career services of their recruitment needs during a fiscal year) should coincide with expected manpower levels and movements, by grade, levels as shown in PMMP results. However, since Advanced Staffing Plans for FY 1973 were recently prepared, I believe inclusion of the ASP in the PMMP process should be deferred until next year.

5. During the time we worked on the exercise to reduce ceilings and average grade, the career services prepared projections of expected personnel staffing changes in FY 1972 (beginning and closing on-duty strengths in FY 1973, ceiling cutbacks, promotions, separations, etc.). These estimated staffing changes proved quite helpful as projections of basic personnel transactions within a fiscal year. I believe this kind of staffing profile should be incorporated as a part of a PMMP document that would en toto show staffing needs, upward movement, promotional needs and career service problems. A combination of these kinds of information should provide a comprehensive basis for evaluating Agency personnel trends and problems and relating changing operational requirements to available manpower resources.

6. Since career officials and personnel officers are familiar with the PMMP process, they should be able to conclude their work and submit their Career Service Situation Reports within about three months. If necessary, individual time extensions could be given to some of the larger career services upon request.

7. If you concur, I will initiate action to seek the completion of the attached forms by each career service by the end of August 1972.

FOIAb3b


Harry B. Fisher
Director of Personnel

Atts

CONCUR:

Executive Director-Comptroller

Date

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